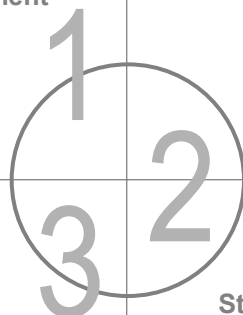


Assessment



Strategy  
Development

Implementation  
Planning

[ IT staffing  
model  
definitions ]

## **Information Technology Strategic Plan**

### Appendix C: IT Staffing Model Definitions

This appendix presents definitions for the staffing matrix's five functional areas and their subordinate functions.

As part of our assessment, PTI gathered information on the IT staffing levels within the City. Staff were asked to quantify their workload associated with each of the functions.

#### **CUSTOMER SERVICES**

Those functions related to directly supporting users of IT systems and services.

##### **HELP DESK (TIER 1)**

The processes related to providing a first point of contact for users to report problems. Includes initial problem resolution, triage, and problem escalation.

##### **DESKTOP PC SUPPORT (TIER 2)**

The processes related to setup, installation, maintenance, and general desktop software support of the organization's desktop computers, applications, and peripherals.

##### **BUSINESS APPLICATION SUPPORT**

The processes related to supporting the use of the organization's business application software.

##### **TRAINING**

The processes related to providing technology-related instruction to staff aimed at enhancing their skills, knowledge, and performance. Includes training requirements analysis, course design and development, and training delivery.

#### **SYSTEM SERVICES**

Those functions related to implementing, maintaining and supporting the organization's computers, systems software, and connectivity.

##### **NETWORK CONNECTIVITY (WAN/LAN)**

The processes related to implementing and maintaining the operational integrity of the organization's local and wide-area networks. These processes include responding to user requests for assistance, performance monitoring, coordinating with external network service providers and taking appropriate corrective actions as needed.

##### **SERVER ADMINISTRATION**

The processes related implementing and maintaining network servers. These processes include administration and operation of servers and other logical network devices, performance monitoring, and administering configuration data.

##### **DATA CENTER OPERATIONS**

The processes related to administering the operation of the host/mainframe computing platforms, managing their operating systems to keep functionality at maximum performance levels, and managing associated peripheral devices.

##### **DATABASE ADMINISTRATION**

The processes related to planning, implementing, and administering the data structures required to support the organization's applications portfolio, and to maintaining with the organization's data structures. Includes synchronization, validation, tuning, backup, and recovery.

##### **SECURITY ADMINISTRATION**

The processes related to developing, maintaining, and administering the security plan for the organization's host processors, servers, personal computers, communication devices and networks.

#### **TELEPHONE SYSTEMS SUPPORT**

The processes related to implementing and maintaining the operational integrity of the organization's voice network. This includes responding to user requests for assistance, administering data associated with the voice network, performance monitoring, coordinating with telecommunications providers and taking appropriate corrective actions as needed.

#### **RADIO/WIRELESS SUPPORT**

The processes related to implementing and maintaining the organization's radio and wireless infrastructure for data communications with mobile equipment and personnel. This includes responding to user requests for assistance, performance monitoring, coordinating with vendors and regulatory bodies, and taking appropriate corrective actions as needed.

#### **BUSINESS APPLICATION SERVICES**

Those functions related to providing, maintaining and supporting the use of software needed to meet the operational, management, and reporting requirements of the organization.

#### **APPLICATION DEVELOPMENT**

The processes related to engineering new software that meets system-wide needs, integrates third party software, and accommodates special requests. Includes major enhancements to existing applications. Development phases include design, coding, testing, and implementation

#### **CUSTOM APPLICATION MAINTENANCE**

The processes related to updating and making minor enhancements to existing software applications to meet new requirements and comply with external mandates. Includes extracting data for use by other applications, and customizing reports for users.

#### **PACKAGE APPLICATION MAINTENANCE**

The processes related to installing, integrating, interfacing, and testing business-specific packaged applications and their associated data, including managing vendor relationships, and providing necessary business context for integration. Includes installing new releases and bug fixes.

#### **SMALL APPLICATION SUPPORT**

The processes related to responding to user requests for assistance in developing and maintaining single-user applications and their associated data structures.

#### **INTERNET/INTRANET SUPPORT**

The processes related to planning, implementing and supporting Internet and intranet services for the organization, including maintaining requisite system resources and tools.

#### **REQUIREMENTS ANALYSIS**

The processes related to describing business needs, evaluating alternatives, recommending an approach to address the requirements and creating the data and process models and detailed specifications for software that would meet the requirements.

#### **IT PLANNING**

Those functions related to the planning and oversight of the technology function at the organization.

#### **STRATEGIC PLANNING**

The processes related to identifying and evaluating the future directions for IT application, networks, and hardware for the organization, including: capacity planning, strategic planning, technology research, and feasibility studies.

# **Information Technology Strategic Plan**

## Appendix C: IT Staffing Model Definitions

### **RESEARCH AND DEVELOPMENT**

The processes related to evaluation and testing of current and future IT products and services, and to the deployment of pilot projects to test the viability of these technologies for the organization. Includes dissemination of relevant information to appropriate parties

### **DISASTER RECOVERY/PLANNING**

The processes related to developing, maintaining, updating, and testing the organization's IT disaster recovery/business resumption plan, and to activating and managing the plan in the event of a disaster.

### **GOVERNANCE COORDINATION**

The processes related to supporting the organization's management on matters related to IT decision-making. Activities may include coordinating meetings, establishing agendas, providing background materials and recommendations, keeping minutes and preparing presentations.

### **IT ADMINISTRATION**

Those functions related to the planning, oversight, and security of the technology function at the organization.

### **ASSET MANAGEMENT**

The processes related to managing the IT properties of the organization. Includes tracking serial numbers, licenses, warranties, and inventory.

### **IT PROCUREMENT**

The processes related to acquisition of goods and services in support of all IT functions; including the development of RFP's, evaluation and selection of vendors, management of purchasing activities, receipt and inventory of goods, and tracking of warranty information and performance guarantees.

### **PROJECT MANAGEMENT**

Those processes related to the oversight and coordination of major technology initiatives.

### **STANDARDS AND POLICIES DEVELOPMENT**

Those processes related to the creation and updating of enterprise-wide standards and policies related to hardware and software procurement.

### **ADMINISTRATIVE SUPPORT**

The processes related to the provision of clerical, administrative, and related services required for the ongoing operation of the IT department.

### **DEPARTMENTAL MANAGEMENT**

The processes related to management and oversight of the organization's technology functions, including: staff evaluation, quality assurance, and budgeting.